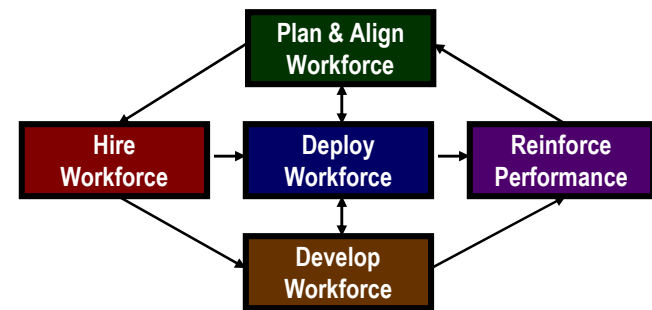

State of Washington Washington State Patrol

Human Resource Management Report



October 2009

Managers' Logic Model for Workforce Management



Executive Summary

Washington State Patrol

Performance Measure	Status	Action Priority	Comments
PLAN & ALIGN WORKFORCE			
Management profile ^a	10.1% = "Managers"; 5.3% = WMS only	Low	WMS control point = 5.9%
% employees with current position/competency descriptions ^b	91%	Med	
HIRE WORKFORCE			
Average Time to Hire Funded Vacancies ^c	56 avg days to hire of 117 vacancies filled	Med	
Candidate quality ratings ^c	70% cand. intvd w/comp; 90% mgrs able to hire best candidate	Med	
Hiring balance (% types of appointments) ^c	32% promo; 41% new hires; 18% transfers; 5% exempts; 4% other	Low	
Number of separations during post-hire review period ^c	17	Low	
DEPLOY WORKFORCE			
Percent employees with current performance expectations ^b	89%	Med	
Overtime usage: (monthly average) -Civil Service ^c	2.20 hours (per capita); 17.5% of EEs receiving OT	Med	
Overtime usage: (monthly average) -Commissioned ^c	9.67 hours (per capita); 68% of Ees receiving OT	High	
Sick leave usage: (monthly average) -Civil Service ^c	6.4 hours (per capita)	Med	
Sick leave usage: (monthly average) -Commissioned ^c	5.6 hours (per capita)	Low	
# of non-disciplinary grievances ^c	12 grievances	Low	
# of non-disciplinary appeals & Dir's Reviews filed ^c	0 appeals, 4 Director's Reviews	Low	
DEVELOP WORKFORCE			
Percent employees with current individual training plans ^b	89%	Med	
REINFORCE PERFORMANCE			
% employees w/current performance evaluations -Civil Service ^b	99%	Low	
% employees w/current performance evaluations -Commissioned ^b	99%	Low	
Number of formal disciplinary actions taken ^c	51	Med	
Number of disciplinary grievances and appeals filed ^c	4 grievances; 0 appeals	Low	
ULTIMATE OUTCOMES			
Turnover percentages (leaving state service) -Civil Service ^c	6.5%	Low	
Turnover percentages (leaving state service) -Commissioned ^c	2.3%	Low	
Diversity Profile -Civil Service ^a	56% female; 13% people of color; 66% 40+; 3% w/disabilities	Med	
Diversity Profile -Commissioned ^a	7.6% female; 10.8 people of color; 52.2% 40+; 7% w/disabilities	High	
Employee survey overall average rating ^d	3.86, 555 survey responses	Low	

Data as of June 30, 2009

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Management Profile

Washington State Patrol

WSP Priority: **Low**

WMS Employees Headcount = 59

Percent of agency workforce that is WMS = 5.3%

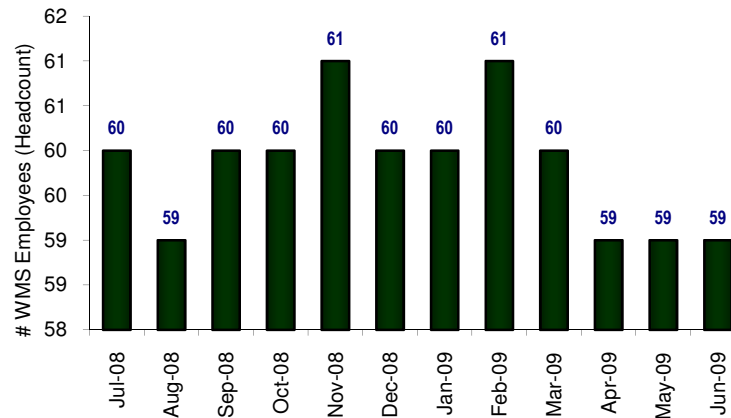
All Managers Headcount = 112*

Percent of agency workforce that is Managers* = 10.1%

* In positions coded as "Manager" (includes WMS employees/managers and all other managers. Includes permanent and non-permanent managers reflecting a workforce of 1110)

Washington Management Service Headcount Trend

Data Time Period: **July 1, 2008** through **June 30, 2009**



Analysis:

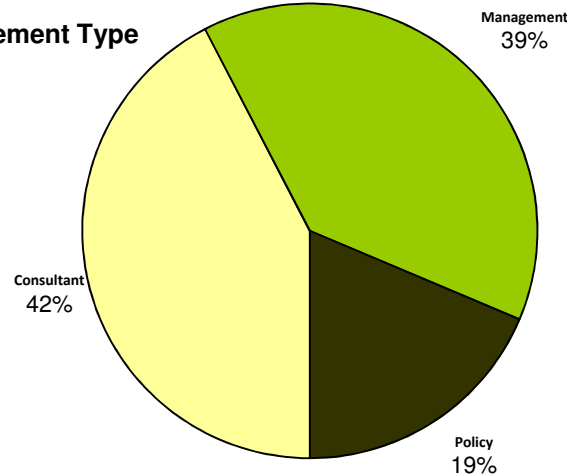
- WSP WMS Control Point: **5.9%**
- This reporting period, the agency has remained below the designated control point. The previous biennium, as reported Oct. 2008, there were 28 mid-management position cuts with approximately 12 positions that were removed from WMS to general service classifications.
- The agency continues to monitor positions periodically for appropriateness in WMS.

Action Steps: (What, by whom, by when)

- As position reviews are requested, current job classes within state government will continue to be evaluated and utilized when feasible as an allocated "best" or "appropriate" fit class.
- HRD will continue to educate supervisors and conduct desk audits to establish appropriate allocation level.

WMS Management Type

Management	23
Consultant	25
Policy	11
Not Assigned	N/A



Data as of **June 2009**

Source: **BI**

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile
Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

WSP Priority: **Medium**

Percent employees with current position/competency descriptions = 91%

Analysis:

- There has been an increase of completed PDFs this reporting period. Supervisors continue to be reminded on the importance of updating PDFs timely and as often as needed.
- Supervisors were informed of the need to update PDFs to include safety competencies no later than January 2009.
- The result was favorable.

Action Steps: (What, by whom, by when)

- PDFs continue to be tracked and reported by division/bureau during the agency's SAF (strategic advancement forum).
- Supervisors are reminded to update PDFs by way of the agency-revised PDP form; when a position becomes vacant; as the job analysis record (JAR) is completed; and when any changes to the position's status occurs.

Report Definitions:

Based on 960 of 1058 reported employee count applies to employees in permanent positions, both WMS & GS.

Data as of **June 2009**
Source: **Agency Tracked**

Time-to-Hire / Candidate Quality

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

WSP Priority: **Medium**

Time-to-Hire Funded Vacancies

Average number of days to hire: **56***

Number of vacancies filled: **117**

*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: **Medium**

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = **207** Percentage = **70%**

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = **43** Percentage = **90%**

Hiring managers indicating "no":

Number = **5** Percentage = **10%**

Data Time Period: **July 2008** through **June 2009**

Source: **Agency Tracked**

Analysis:

• **Top 4 reasons managers felt they weren't able to hire the best candidate:**

- #1 – Higher salary elsewhere/our salary too low
- #2 – Did not wish to relocate
- #3 – Candidate could not pass polygraph-background
- #4 – Hiring Freeze implementation

• **What needs to be improved:**

- #1 – E-recruiting. Managers felt applicants had a difficult time maneuvering through the system and commented that the system is not user friendly
- #2 – Speed up the background process
- #3 – Provide applicant's application prior to the interview selection.

• The agency filled 117 positions from July 08 through June 09, but only received 49 responses to the candidate quality questionnaire.

• The agency established its own candidate quality questionnaire via survey monkey.

Action Steps: (What, by whom, by when)

- The candidate quality questionnaire process is contained within each consultant's desk manuals.
- The process is also shared with each supervisor prior to and at the time interviews are anticipated.
- HRD sends out an e-mail with a link to the online survey to the hiring manager as a reminder, when the interview is anticipated and/or conducted.

Hiring Balance / Separations During Review Period

WSP Priority: **Low**

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

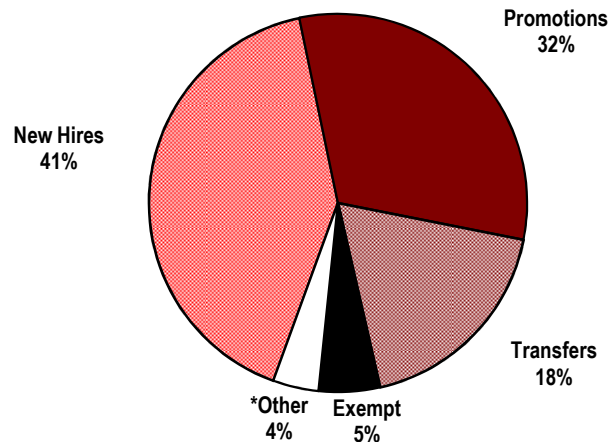
Performance Measures

Time-to-hire vacancies
Candidate quality

Hiring Balance
(proportion of appointment types)

Separation during review period

Types of Appointments



Total number of appointments = **153**

*Other = Demotions, re-employment, reversion & RIF appointments

WSP Priority: **Low**

Separation During Review Period

Probationary separations - Voluntary	13
Probationary separations – Involuntary	0
<i>Total Probationary Separations</i>	13
 Trial Service separations – Voluntary	 4
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	4
 Total Separations During Review Period	 17

Data Time Period: **July 2008** through **June 2009**

Source: **BI**

Analysis:

- Data reflected under separation - voluntary and involuntary during prob. and trial periods captures data such as: death, disability, FMLA Newborn Care, moving from vicinity, resignation due to illness, dismissal, non-disciplinary separation, etc.
- The total number of actions represented under separation during the review period decreased by four (4) in comparison to the number reported last period, Oct. 2008.
- The total number of appointments this reporting period decreased by more than half the number reported in Oct. 2008. The decrease in appointments this reporting period is a result of the hiring freeze implemented beginning August 2008, along with imposed budget constraints felt across the state.

Action Steps: (What, by whom, by when)

- Once the hiring freeze lifts and we are beyond further budget cuts, the agency will assess activity in areas where there are common themes.
- HRD will assess reasons employees promote outside versus inside the agency, and determine if lack of qualifications, etc., is an issue.

Report Definitions:

Re. types of appointments, includes appointments to permanent vacant positions only; excludes reassignments.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage
Sick leave usage
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Current Performance Expectations

WSP Priority: **Medium**

Percent employees with current performance expectations = 89%

Analysis:

- The number of completed PDPs, Part 1 to 3, increased by 10% this reporting period from the last reporting period, Oct. 2008. The agency tracks this portion of the PDP (i.e., Parts 1 to 3) manually by way of the agency's evaluation tracking system.
- This information is entered and contained in the agency's tracking system at the division level, until such time when the evaluation is completed at the end of the reporting period.
- Since the information represented reflects whatever is entered in the tracking system, the actual number may be much higher than what is reported since divisions do not always enter the data timely.

Action Steps: (What, by whom, by when)

- Continue to educate supervisors on PDP process to ensure expectations are established in advance of the evaluation period.

Continue to emphasize the importance of entering data in the agency's automated system timely, to assist as a tracking tool for this report and SAF reporting, etc.

Report Definitions:

Based on 457 of 514 reported employee count
Applies to employees in permanent positions, both WMS & GS.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

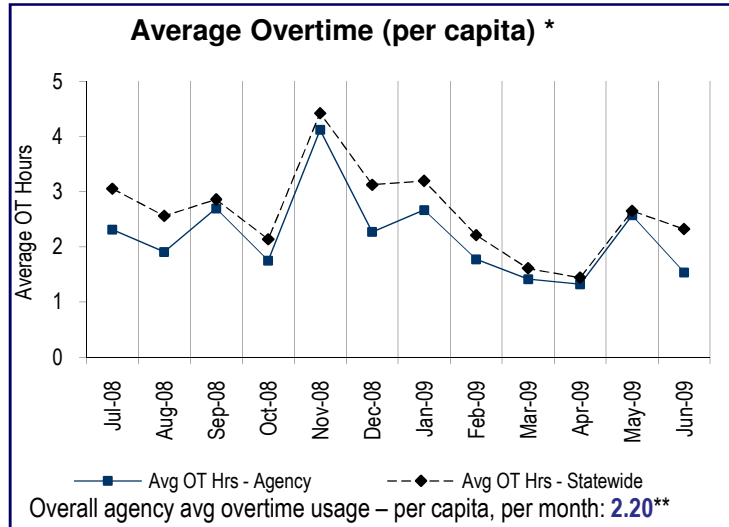
Overtime usage

Sick leave usage

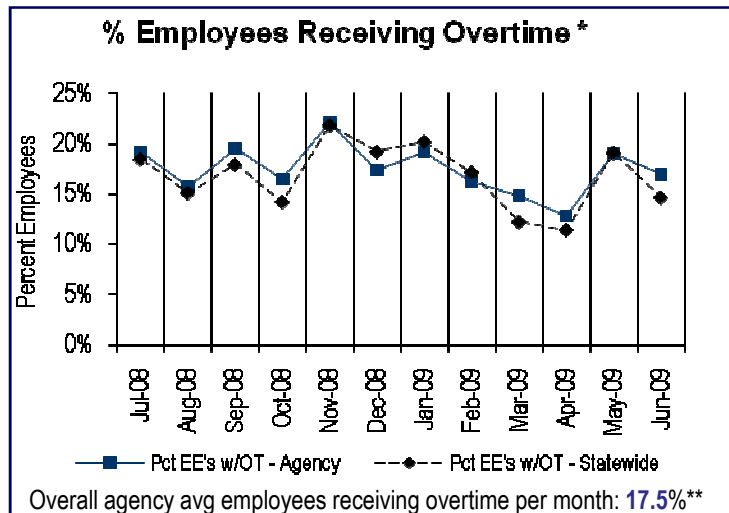
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Overtime Usage – Civil Service

WSP Priority: **Medium**



**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months



**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months..

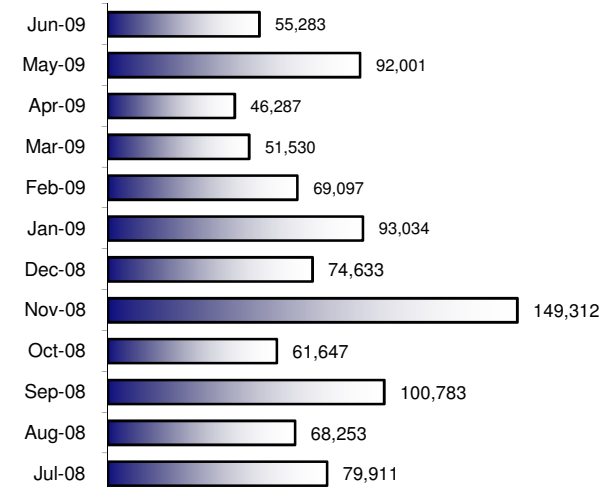
*Statewide overtime values do not include DNR

Data Time Period: **July 2008** through **June 2009**

Source: **BI**

Washington State Patrol

Overtime Cost - WSP Civil Service



Analysis:

- The agency average OT usage (i.e., 2.20) this reporting period was less than the overall statewide average of 2.63 OT usage per capita per month.
- The percent employees receiving OT this reporting period was greater than the overall statewide average of 6.9% of employees receiving OT per month.
- Billable OT received as positive as it generates revenue and supports agency public safety mission.
- Percent of civil service employees receiving OT reduced by 5.7% in comparison to the Oct. 2008 report.

Action Steps: (What, by whom, by when)

- Review and analyze OT data broken down by divisions/bureaus.
- Determine reasons for OT such as vacancies, backlogs, fire season mobilizations, etc.
- Report OT data for executive level oversight during agency SAF presentations.
- Verify OT remains within budget levels.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

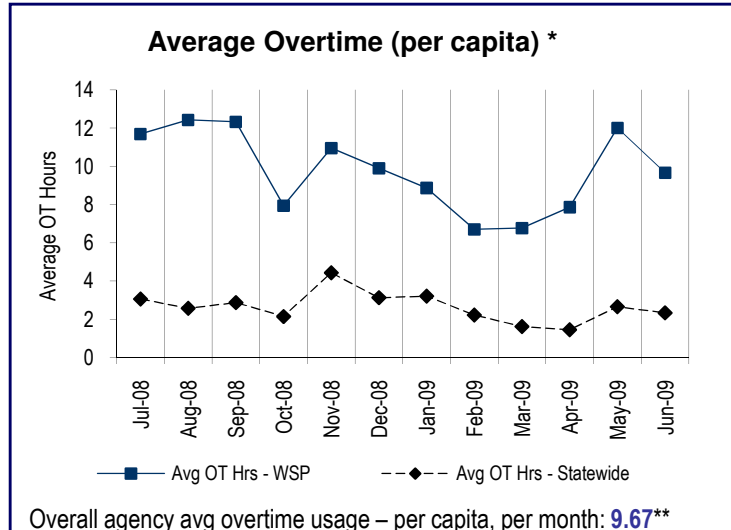
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

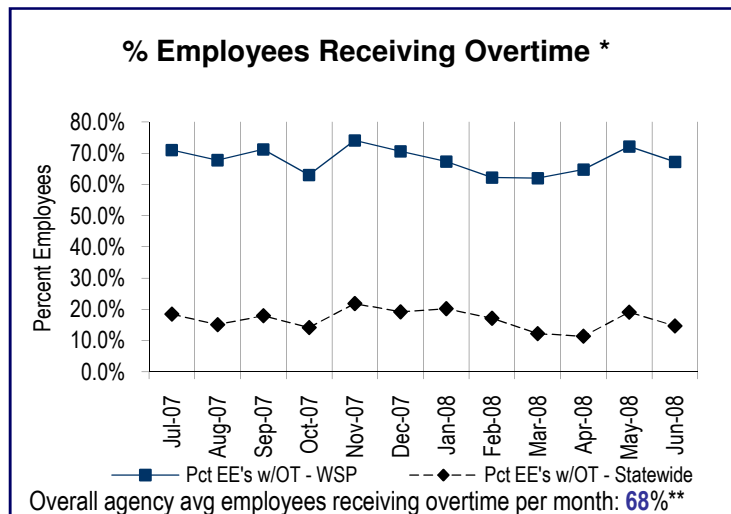
Overtime Usage – Commissioned and Trooper Cadet

Washington State Patrol

WSP Priority: **High**



**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

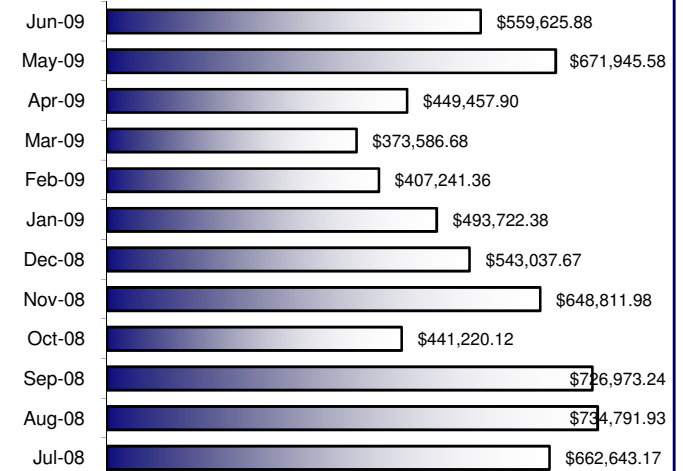


**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period: **July 2008 through June 2009**
Source: **Agency Tracked**

Overtime Cost - WSP



Analysis:

- **Billable overtime is viewed as a positive in that it generates revenue and supports the agency's public safety mission.**
- **OT is higher in Summer months due to billable contracts. There is a spike in certain months due to the traffic safety campaigns, DOT construction, etc.**
- **Trooper Cadet overtime contributes to the spike in the months with holidays due to the requirement to work holidays. TCs are not eligible for holiday credits as are commissioned personnel, therefore, they are compensated OT pay. OT data for commissioned personnel includes Trooper through Lieutenant; Captains are not eligible.**

Action Steps: (What, by whom, by when)

- **Review and analyze OT data by division and bureau.**
- **Report overtime data for command level oversight.**
- **Continue recruitment and hiring process for new troopers to accomplish public safety mission versus OT.**
- **Report OT data for executive level oversight during agency SAF presentations.**
- **Verify OT remains within budgeted levels.**

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

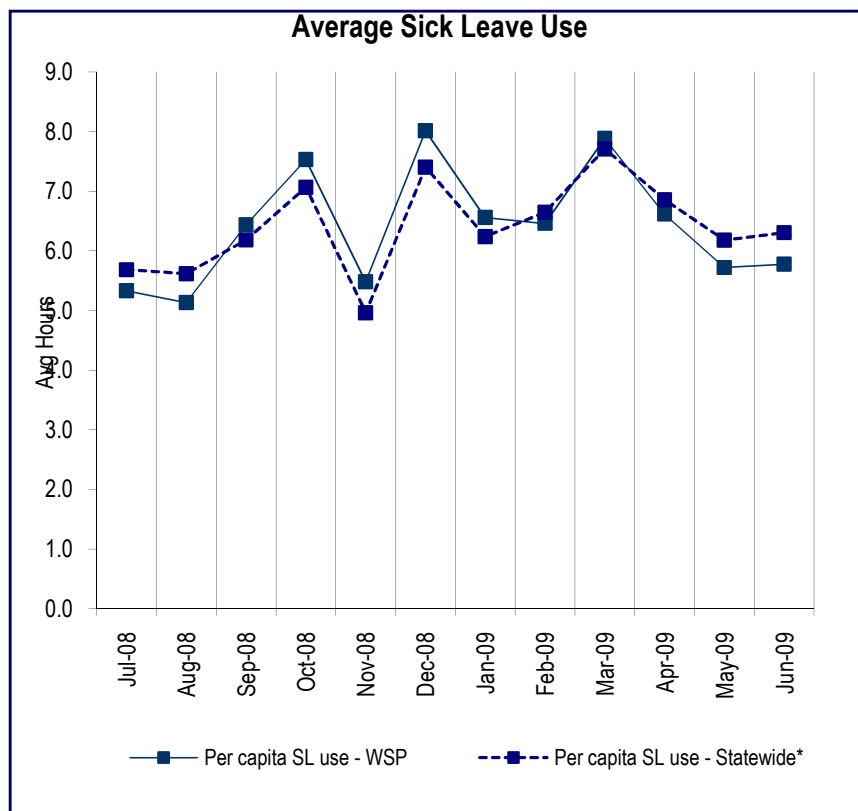
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Sick Leave Usage - Civil Service Employees

WSP Priority: **Medium**



Analysis:

- WSP sick leave use and balance for the period was consistent or near the statewide average per capita.

Action Steps: (What, by whom, by when)

- Managers have access to SL data from agency's internal time keeping systems.
- If warranted, require managers to analyze data to determine and take action on employees with unusual or excessive leave patterns.
- HRD will continue to consult with supervisors on managing employee suspected SL abuse.
- Emphasize the value of safety and wellness.
- Agency's Safety Officer will continue to publish and educate on the importance of safety and health.

Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - WSP	Avg SL Balance (per capita) - WSP	Avg Hrs SL Used (per capita) - Statewide*	Avg SL Balance (per capita) - Statewide*
6.4 Hrs	258.2 Hrs	6.4 Hrs	240.2 Hrs

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: **July 2008** through **June 2009**
Source: **BI**

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

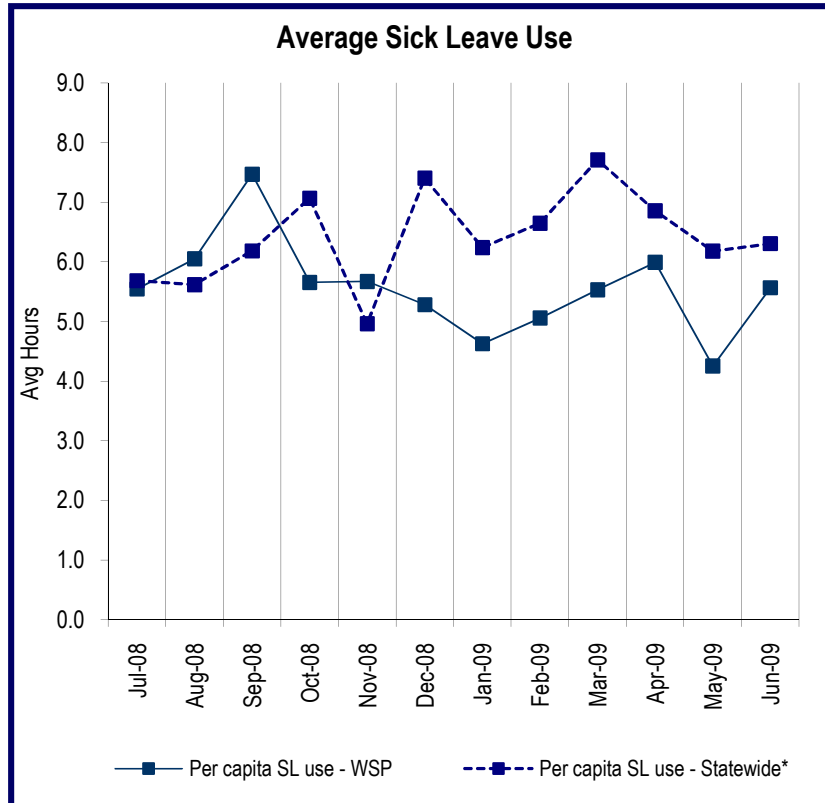
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage – Commissioned and Trooper Cadet

Washington State Patrol

WSP Priority: Low



Analysis:

- Commissioned personnel SL use is 13% lower than statewide average.
- SL balance is 100% greater than statewide balance.

Action Steps: (What, by whom, by when)

- Managers have access to SL data from agency's internal time keeping systems.
- If warranted, require managers to analyze data to determine and take action on employees with unusual or excessive leave patterns.
- HRD will continue to consult with supervisors on managing employee SL abuse.
- Emphasize the value of safety and wellness.
- Agency's Safety Officer will continue to publish and educate on the importance of safety and health.

Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - WSP	Avg SL Balance (per capita) - WSP	Avg Hrs SL Used (per capita) – Statewide*	Avg SL Balance (per capita) – Statewide*
5.6 Hrs	477.1 Hrs	6.4 Hrs	240.2 Hrs

* Statewide data does not include DOL, DOR, L&I, and LCB

Sick Leave time period: **July 2008** through **June 2009**
Source: **Agency Tracked**

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

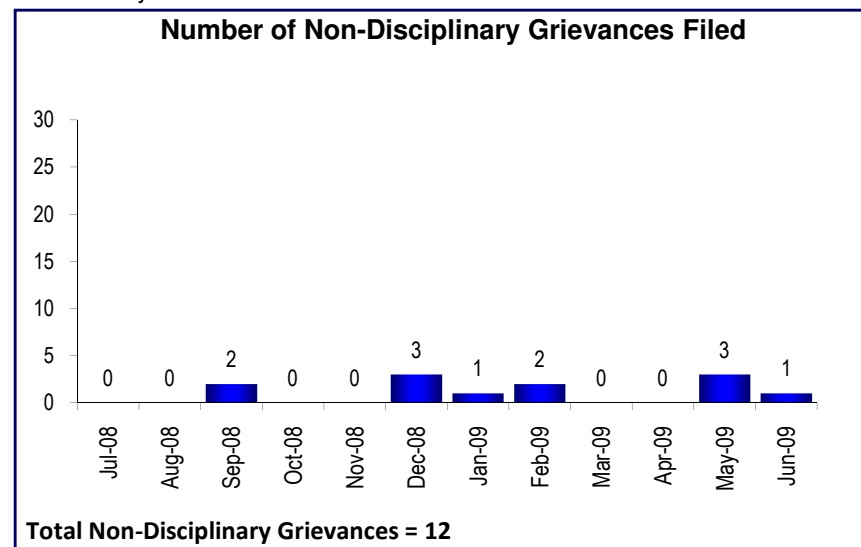
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Grievances (represented employees)

WSP Priority: **Low**



* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*

(Outcomes determined during time period listed below)

- 4 – settled, denied, or withdrawn at lowest level
- 5 – settled at agency head level
- 1 – settled at pre-arbitration
- 2 – filed to arbitration

Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Management Rights	5
2. Non-Discipline	3
3. Compensation	2
4. Seniority	1
5. Tuition Reimbursement	1

Analysis:

The agency has experienced a rise in grievances regarding management's deployment and allocation of resources to address operational needs in a strained fiscal environment.

Action Steps:

Encourage and ensure open communication between managers and employees.

Ensure managers and supervisors attend agency sponsored leadership training to learn defusing techniques, and encourage managers to handle issues before they escalate.

Data Time Period: **June 2008** through **June 2009**
Source: **Agency Tracked**

Non-Disciplinary Appeals (mostly non-represented employees)

WSP Priority: **Low**

Filings for DOP Director's Review

- 4 Job classification
- 0 Rule violation
- 0 Name removal from Layoff List
- 0 Exam results or name removal from applicant/candidate pool, *if DOP did assessment*
- 0 Remedial action
- 4 Total filings**

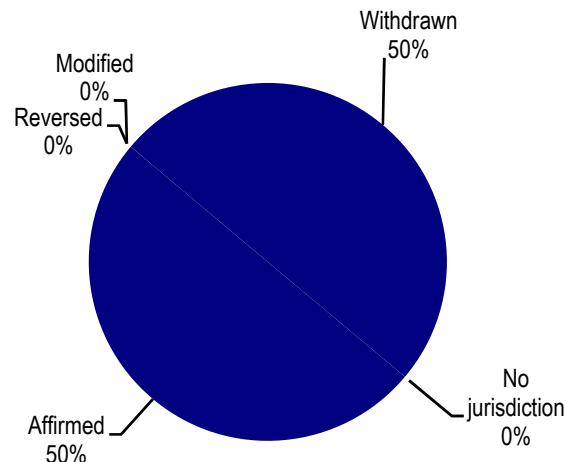
Filings with Personnel Resources Board

- 0 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation
- 0 Total filings**

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

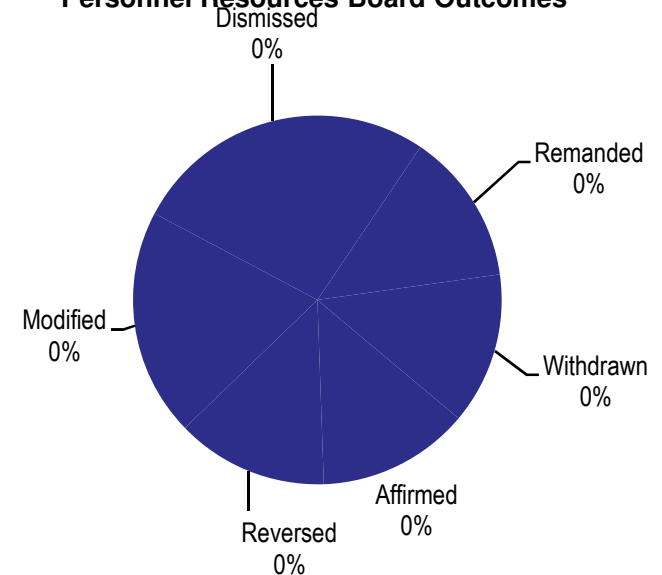
Director's Review Outcomes



Total outcomes = 4

Data Time Period: **June 2008** through **June 2009**
 Source: **Agency Tracked/Dept. of Personnel**

Personnel Resources Board Outcomes



Total outcomes = 0

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Competency gap analysis (TBD)

Individual Development Plans

WSP Priority: **Medium**

Percent employees with current individual development plans = 89%

Analysis:

- The number of completed PDPs, Part 1 to 3, increased by 10% this reporting period from the last reporting period, Oct. 2008. The agency tracks this portion of the PDP (i.e., Parts 1 to 3) manually by way of the agency's evaluation tracking system.
- This information is entered and contained in the agency's tracking system at the division level, until such time when the evaluation is completed at the end of the reporting period.
- Since the information represented reflects whatever is entered in the tracking system, the actual number may be much higher than what is reported since divisions do not always enter the data timely.

Action Steps: (What, by whom, by when)

- Continue to educate supervisors on PDP process to ensure training development plans are established and followed during the evaluation period.

Continue to emphasize the importance of entering data in the agency's automated system timely, to assist as a tracking tool for this report and SAF reporting, etc.

Report Definitions:

Based on 457 of 514 reported employee count applies to employees in permanent positions, both WMS & GS

Data as of **June 2009**
Source: **Agency Tracked**

Current Performance Evaluations

WSP Priority: **Low****Reinforce
Performance****Outcomes:**

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures**Percent employees with current performance evaluations**

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Civil Service

Percent employees with current performance evaluations = **99%***

Commissioned

Percent employees with completed Annual performance appraisals as of June 2009 = **99%****

Analysis:

- The data reported for civil service reflects the number of completed performance evaluations (Parts 1 through 5) during this period. The information was obtained from the agency's evaluation tracking system.
- The agency continues to be successful at obtaining completed evaluations primarily due to the accountability measures in place to include the agency's strategic advancement forum (SAF).

Action Steps: (What, by whom, by when)

- The agency will continue to inform supervisors on the importance of completing performance evaluations timely and to ensure the data is recorded accurately in the agency's evaluation tracking system.
- This ensures information is accurately reflected during the agency SAF (strategic advancement forum), and in the HR Management Report.

Report Definitions:

*Based on **511** of **514** reported **civil service** employee count. Applies to employees in permanent positions, both WMS & GS.

Based on **975 of **980** reported **commissioned** employee count with current semi-annual job appraisals. This number reflects Troopers, Sergeants and Lieutenant levels only.

Data as of **June 2009**
Source: **Agency Tracked**

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

WSP Priority: **Medium**

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	7
Demotions	3
Suspensions	32
Reduction in Pay*	9
Total Disciplinary Actions*	51

*Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- **Unacceptable Conduct**
- **Unsatisfactory Performance**
- **Neglect of Duty**
- **Insubordination**
- **Rules of Conduct**
- **Code of Ethics**
- **Courtesy**

Analysis:

- Data reflects disciplinary actions taken on general service and commissioned personnel.
- Outcome of disciplinary actions sometimes results in employee settling prior to the completion of the investigation process.
- Of the number of dismissals reported, four resulted in resignation of employment in lieu of termination.

Action Steps: (What, by whom, by when)

- Agency's Office of Professional Standards division continues to update the automated system for all disciplinary data reported for both general service represented and non-represented, and commissioned personnel.

Data Time Period: **June 2008** through **June 2009**
Source: **Agency Tracked/Dept. of Personnel**

Disciplinary Grievances and Appeals

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

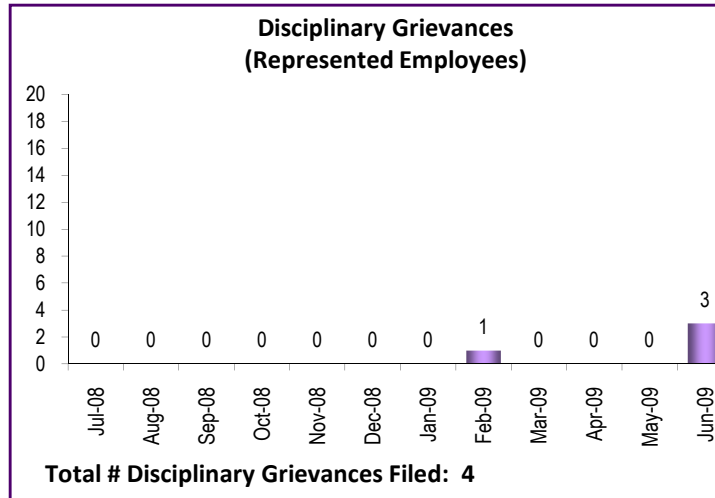
Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

WSP Priority: Low



Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

- 0 Dismissal
- 0 Demotion
- 0 Suspension
- 0 Reduction in salary

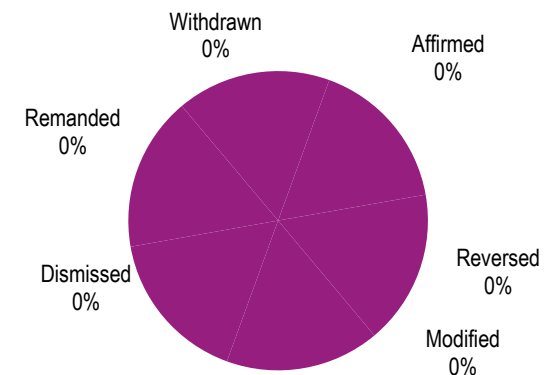
0 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

- 3 – settled or denied at agency head level
- 1 – filed to mediation

Disposition (Outcomes) of Disciplinary Appeals*



*Outcomes issued by Personnel Resources Board

Data Time Period: **July 2008 through June 2009**
Source: **Agency Tracked/Dept. of Personnel**

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rate: key occupational categories

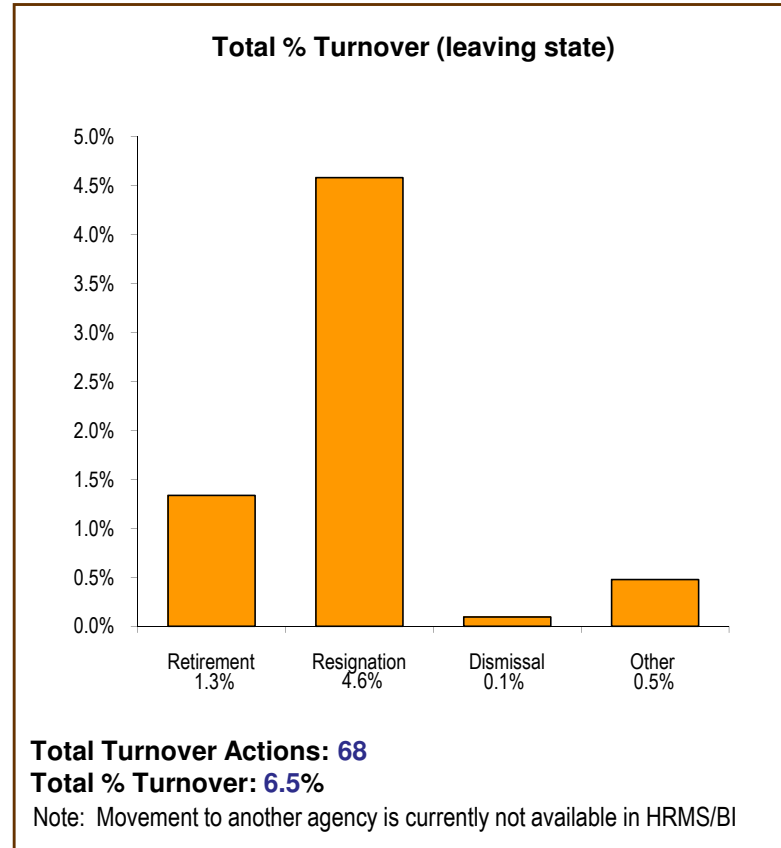
Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Turnover Rates – Civil Service

WSP Priority: **Low**



Analysis:

- There were 14 retirements, 48 resignations, 1 dismissal, and 5 coded as “other” during this reporting period. Resignations of employment would include movement from the vicinity, resignation due to illness, exempt separation, and resignation for other reasons and retirement from state service.
- Total turnover actions this period decreased from the number of turnover actions reported in October 2008.

Action Steps: (What, by whom, by when)

- HRD will continue to analyze causes under the category of “resignation” and “other”.
- HRD will continue to offer and conduct exit interviews to staff leaving due to retirements and resignations for possible strategies and solutions.

Data Time Period: **07/2008** through **06/2009**
 Source: **BI**

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

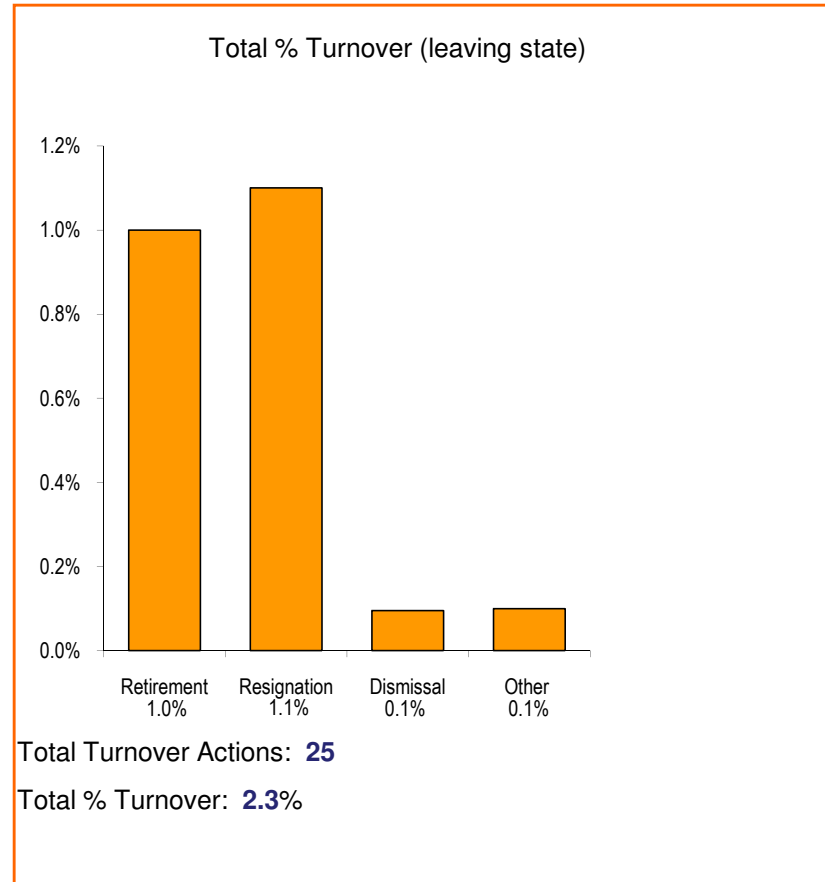
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates - Commissioned

WSP Priority: **Low**



Analysis:

- Commissioned turnover typically occurs within levels in the agency by way of retirements, transfers or promotions.
- There was a decrease in the number of turnover actions this reporting period in comparison to the period reported Oct. 2008.

Action Steps: (What, by whom, by when)

- Closely track attrition and develop hiring forecasts to ensure trooper basic class size and timing of classes are congruent with agency needs and legislative intent.
- Continue to offer and conduct exit interviews to staff leaving due to retirement and resignation.

Data range: **July 2008** through **June 2009**
Source: **Agency Tracked/BI**

Workforce Diversity Profile – Civil Service

WSP Priority: **Medium**

ULTIMATE OUTCOMES

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Performance Measures

Turnover rates and types

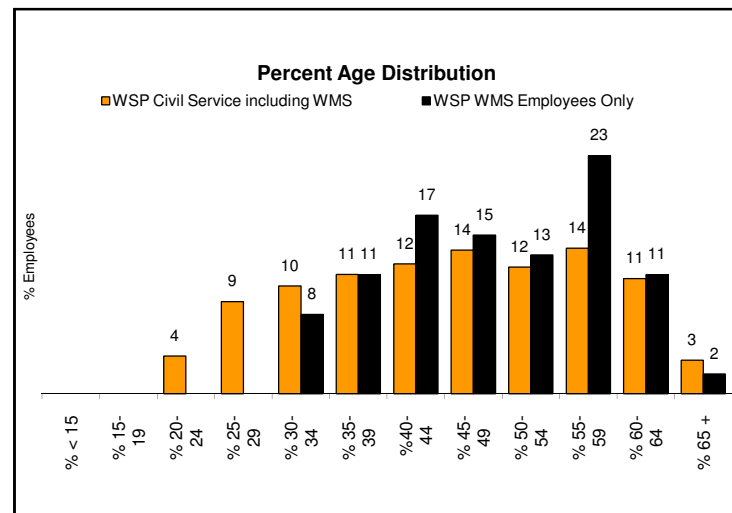
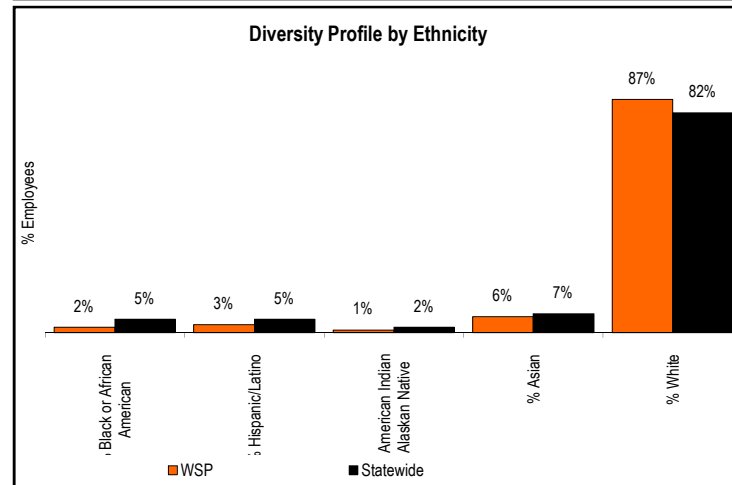
Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

	WSP Civil Service	Statewide
Female	56%	53%
Persons w/Disabilities	3%	4%
Vietnam Era Veterans	6%	6%
Veterans w/Disabilities	1%	2%
People of color	13%	18%
Persons over 40	66%	74%



Analysis:

- In comparison to statewide agency workforce stats, underutilization in the WSP civil service workforce is present in the categories of Black/African American, Hispanic,/Latino, American Indian/Alaskan Native, Asian/Pacific Islander, Disabled, and Disabled Veteran.
- The agency continues to develop strategies to reach qualified and diverse applicants.
- Outreach is accomplished primarily through job fairs, listserv, E-recruiting, and word of mouth.

Action Steps: (What, by whom, by when)

- As budget allows, continue to participate in job fairs, and continue to advertise by way of agency Internet, DOP E-recruiting, and other resource avenues (e.g., colleges, listserv, etc.).

Data as of **July 2009**
Source: **BI**

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

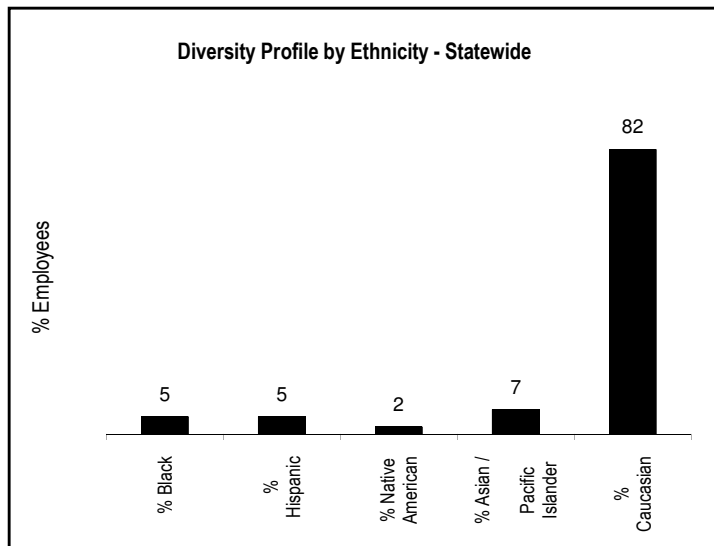
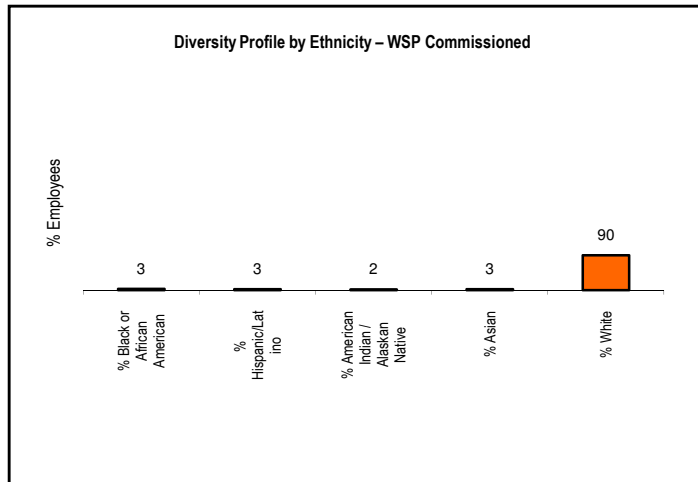
Workforce diversity profile

Retention measure (TBD)

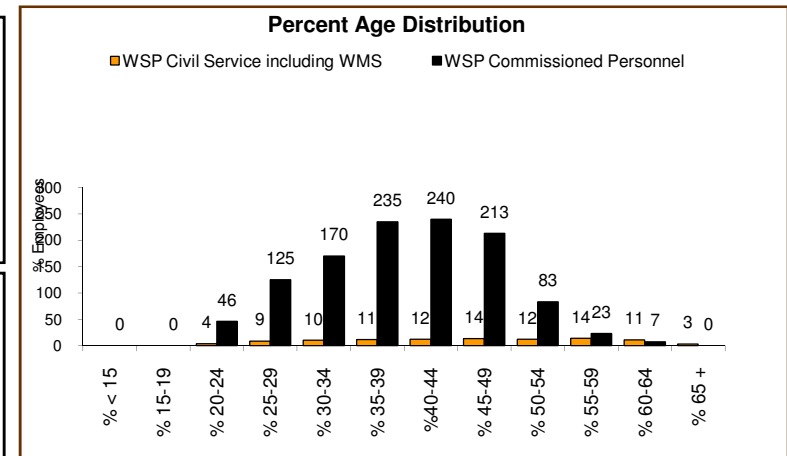
Workforce Diversity Profile - Commissioned

WSP Priority: **High**

	WSP Commissioned	Statewide
Female	7.6%	53%
Disabled	.7%	4%
Vietnam Vet	1.2%	6%
Disabled Vet	.5%	2%
People of color	10.8%	18%
Persons over 40	52.5%	74%



Washington State Patrol



Analysis:

- In comparison to statewide agency workforce stats, underutilization in the WSP commission workforce is present in the categories of Black/African American, Hispanic/Latino, Asian/Pacific Islander, Female, Disabled, Vietnam Veteran and Disabled Veteran.
- The agency continues to develop strategies to reach qualified and diverse applicants.

Action Steps: (What, by whom, by when)

- Continue to identify funds for advertising and marketing in an effort to attract trooper cadet candidates.
- Continue to develop stronger working relationships with the affected group community leaders and representatives by interacting at job fairs, community forums and events, and military bases statewide.
- Continue to develop other marketing strategies to attract a more diverse pool of candidates where underutilization is present.
- Analyze entry level testing process for adverse impact.

Data as of: **June 2009**

Source: **Agency Tracked/BI**

Employee Survey Ratings

WSP Priority: **Low****ULTIMATE
OUTCOMES**

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Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile**Employee Survey Information**

Retention measure (TBD)

Question	Avg. April 2006	Avg. Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	3.5	3.6
2) I receive the information I need to do my job effectively.	3.9	3.8
3) I know how my work contributes to the goals of my agency.	4.0	4.2
4) I know what is expected of me at work.	4.4	4.3
5) I have opportunities at work to learn and grow.	3.7	3.6
6) I have the tools and resources I need to do my job effectively.	3.7	3.8
7) My supervisor treats me with dignity and respect.	4.4	4.3
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.9	3.7
9) I receive recognition for a job well done.	3.5	3.4
10) My performance evaluation provides me with meaningful information about my performance.	3.7	3.5
11) My supervisor holds me and my co-workers accountable for performance.	4.4	4.1
12) I know how my agency measures its success.	4.2	3.7
13) My agency consistently demonstrates support for a diverse workforce.	N/A	4.1

Overall average: 3.95 3.86

Number of survey responses: 1095 555

Data as of **November 2007**
Source: **Statewide Employee Survey**

Analysis:

- The agency continues to maintain favorable results from employee survey responses.
- The overall average from the April 2006 survey resulted in an overall average of 3.95.
- The overall average from the November 2007 survey resulted in an overall average of 3.86.

Action Steps: (What, by whom, by when)

- Another survey has been distributed agency-wide with responses due to the DOP by October 15, 2009.
- All agency employees have been encouraged and continue to be reminded to participate and respond to the current survey.
- Supervisors receive ongoing training on the importance of communicating and providing ongoing feedback to employees with regards to performance, work expectations, and training and development, etc.